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MANAGE

Magazine of Management Men of America



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IT WOULD be hard for any management man to keep his ear away from the keyhole if 17 of the country's top business men and public leaders got together to discuss "What Makes An Executive?"

This issue of MANAGE takes you out of the hall and inside the conference room for their views and ideas in an article beginning on page 7. What they have to say should help you chart "it your way to the top.

December is the time of the year when the spirit of giving covers the land. But there are those who seem to be trapped in the role of Good Samaritan the year round. If you happen to be one of them, you'll get a kick out of Warner Holman's story on page 15 about man's perpetual struggle with raffles and handouts.

While we're on the topic of money, have you ever asked yourself "How Much Is Morale Worth?" Phil Hirsch's story on the subject, beginning on page 19, discloses there is a way to measure it. The formula has convinced plenty of supervisors it's fatal to overlook the human element.

This issue also contains the first installment of a home-instruction course on public speaking entitled "Speech Formulas." The article, which begins on page 27, is directed toward an increasing number of NAF members who want tips on the art of speaking.

George Tolininson has a message of interest to everyone in the NAF on page 31. For the anxious, nervous type there are some soothing words of advice from Bill Levy on page 39. Be sure to read "The Bath Grows Up" on page 47. It tells about the growth of a habit, a product and a company.

We wish to express our thanks to T. Etheridge Gilliam, NAF national director from the Continental Gin Co., Birmingham, Ala., for the fine art work and Christmas theme on the cover of this issue.

And before we put this issue on the press, we want to wish all our readers a "Very Merry Christmas and A Happy New Year."



Harrison Bandley

Editorial Memo

FROM THE EDITOR

SUBJECT: Management

Dear Santa Claus:

I walked down the street with a most remarkable man the other day. He left me with an impression I'll pass on to you, because I think you might be able to help out this American industrial system which provides so much for so many people throughout this old world of ours. Help out, that is, by giving gifts of the man's rare quality to some of the rest of us.

It was right out of a clear blue October sky that the factory supervisor attending the NAF Management Unity Seminar said to me:

"I am one of my boss's biggest problems!"

I threw up my arms and headed for home because I thought maybe the fellow had gone a little wild, but he pulled me back.

"I mean it!" he continued, "my boss has a lot of headaches and I have known for a long time that I was one of the biggest causes. Sure, I do my job okay, but every now and then when my boss is depending on me, I slip-up. He's the one who gets hauled on the big carpet, not me. He lets me off with a suggestion and a grin to let me know he's still depending on me.

"Well, I'm learning a lot of different points of view at this NAF seminar. We have one or two staff meetings in our plant every week, but we all are so close to the same big job that we all think alike most of the time. When I sit down in this seminar and hear problems approached by men from all kinds of different companies, I am amazed at the good ideas that get presented.

"I honestly think that when I get back on the job Monday morning, I'm going to be my boss's answer man and not so much of a problem to him.

"I tell you, it would be nice for a change to go up to my boss and help him out with an answer to one of the hundred problems he has that I know about.

"You know, he'd probably look at me with those Scotch blue eyes of his and grin and say, 'By golly, man, you're getting to be less of a problem to me all the time.'

"Wouldn't that be something!"

I suppose, Santa, that man personifies the spirit of conscientious management that every executive hopes to have in the men on his team. But I know for a fact that we don't "hardly find that kind no more."

If you can find some of it, this old industrial system sure would like to have it. We're perking right along now, and with a rosier-than-ever future forecast for 1956, but this prosperity would be a permanent thing if only we could hope for the spirit of conscientious management within every man who accepts the responsibilities of leadership.

I checked up on this factory supervisor I was talking to. The employees in his department say he's the most conscientious boss they could ask for and that he can have their shirts whenever he needs them.

So if you can just dig up enough "conscientious management capsules" for our country's first-level supervision, those folks will use it so wisely that the executives and the employees will catch it. Pretty soon everybody will have it.

And then, like the man said, the Big Boss will look our whole crowd over and say, "By golly, you're getting to be less of a problem to me all the time."

Yours sincerely,

Neal Sims

The Voice of MANAGEMENT

AIRLINE HOSTESSES

"We get the pick of the girls—stewardesses who get married and leave other airlines. The married ones are steadier and stay longer." *Joe Mackey, president, Mackey Airlines.*

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ADVERTISING

"Advertising is an indispensable factor in the great structure we call 'Business.' Granted that advertising requires an amazing number of technical and professional skills, but with us it has always had a powerful influence in deciding what we are going to produce. Also, how we are going to keep our products up-to-date, and add new ones, and, importantly, how we are going to merchandise them." *Walter R. Barry, vice president, General Mills Inc.*

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TRANSPORTATION

"We have not satisfied in a modern way a fourth basic desire in man—the urge to move around. Here we are definitely hamstrung. The automobile has provided the instrument but we attempt to use this modern means of transportation in a framework inherited from the horse-and-carriage days." *L. M. Cassidy, chairman of the board, Johns-Manville Corp.*

• • •

COMMUNICATIONS

"Our employees are perhaps the most important factors at the end of our lines of communication. Through personal contact if possible, and if not, through our publications, letters and bulletins, we should tell our story to them." *J. Edward Tariner, executive vice president, Firestone Tire & Rubber Co.*

What makes an EXECUTIVE?



by Paul Hencke

SEVENTEEN leaders in business and public affairs agree that a man must possess at least five qualities if he hopes to become an executive.

He must have strong, continuing drive or ambition.

He must have physical and emotional stamina.

He must be willing to make personal sacrifices.

He must be willing to take risks—to move from one place to another or to switch jobs in mid-career.

He should have a college education,

although even without one he may be able to make the long pull to the top.

These qualities were isolated in the course of a Round Table on Executive Potential and Performance conducted by the Columbia University Graduate School of Business on a grant from the McKinsey Foundation for Management Research.

Those who participated in the eight sessions did so in the hope that, by drawing on their own experience as executives in business, government, military service, education, re-

Condensed from an article in Nation's Business, June, 1955 issue.

ligion and medicine, they might add useful ideas to the already impressive pool of knowledge on management and human resources which Columbia's Business School has amassed under the leadership of Dean Courtney C. Brown.

The basic question which the Round Table sought to answer was "What Makes an Executive?"

THE Round Table members agree that their work produced only tentative answers, but important conclusions or areas of agreement did emerge which may serve as guides to those responsible for identifying and training executive talent.

Physical stamina is essential to a potential executive. Lacking this, Round Table members agreed, a person would be unable to maintain the grueling pace of executive leadership. They agreed, too, that emotional stamina—the ability to surmount the obstacles which accompany leadership—is essential to a person seeking an executive position.

The members agreed that the potential executive must have ambition, although this ambition may be complex or simple, embracing one or several goals. They conceded that not all people who possess ambition may want to be executives, and that the definition of success varies from person to person.

All insisted that a person who wishes to attain distinction today must be willing to make personal sacrifices—time with family, personal

popularity, hobbies. The question whether Americans have become, in the past decade, frightened of risk-taking and conditioned to security, was not resolved. It was agreed, however, that individuals differ in their willingness to gamble on opportunities rather than seek security, and that these differences are important in executive performance.

Here are some views expressed in the course of this phase of the discussion:

"Plenty of men are willing to be good department heads and nothing more. They seem to know that, to go to the top, they must make sacrifices and they aren't willing to."

"One must remember that, when young people seem to be risk-takers, it may really be because they are quickly dissatisfied with the jobs they are in. It is difficult to tell the difference between willingness to take risks and restlessness."

The college degree is a logical preliminary screening device but, the Round Table warned, too much reliance on this approach may impede the discovery of many individuals of high potential.

Here are some comments:

JAMES S. SCHOFF: (*A Round Table member had asked whether retailing was much concerned with whether a man had a college degree.*) "Yes, we bother, although I don't know whether we know what we are doing. But we have thrown out cer-

tain symbols of education as being useless. This applies to certain high-class schools of business. We have

concluded that exposure to a liberal arts influence is the best possible preparation for meeting the future

MEMBERS of the Columbia University Round Table on executive potential and performance:

CARL BLACK, former chairman of the board, American Can Co.

MARVIN BOWER, managing partner, McKinsey & Co.

DETLEY BRONK, president, The Rockefeller Institute

GEORGE H. COPPERS, president, National Biscuit Co.

REV. GEORGE B. FORD, Corpus Christi Church, New York; former Catholic chaplain at Columbia University

EDWIN GIBSON, executive director, The American Assembly, Columbia University; former executive vice president, General Foods Co.

SOL W. GINSBURG, M.D., psychiatrist, Vanderbilt Clinic, College of Physicians and Surgeons, Columbia University

ROGER HULL, executive vice president, The Mutual Life Insurance Company of New York

HENRY ALLEN MOE, secretary-general, The Guggenheim Foundation

EWING W. REILLEY, partner, McKinsey & Co.

FRANK PACE, JR., executive vice president, General Dynamics Corp.; former Secretary of the Army

FRANK W. PIERCE, former director, Standard Oil Company of New Jersey

SAMUEL I. ROSENMAN, attorney, former advisor to President Roosevelt

JAMES S. SCHOFF, president, Bloomingdale Brothers

H. R. SEARING, president, Consolidated Edison Company of New York

HOWARD C. SHEPERD, chairman of the board, National City Bank of New York

MOORHEAD WRIGHT, manager, Manager Development Services, General Electric Co.

ELI GINZBERG, professor of economics, Graduate School of Business, Columbia University, CHAIRMAN

DOUGLAS W. BRAY, Conservation of Human Resources, Graduate School of Business, Columbia University, STAFF ASSOCIATE

specialized demands in business. In my opinion, too much value is placed on the symbols of a formal education."

ROGER HULL: "We are looking not so much for technological skills as for skills in human relations. Therefore, we have paid most attention to men with liberal arts backgrounds. I want to add that I think there are important educational experiences aside from academic competence. Extra-curricular activities, for example, show breadth of interests. This is easier to spot in the case of people who have gone to college. We do not look for the campus big shots, but for those who have tried to support themselves or do something similar while they went through college. We are not necessarily interested in men who win popularity contests. We are looking for those activities which indicate that a man has real drive."

MOORHEAD WRIGHT: "We used to hire engineers and accountants on a systematic basis, but nobody else with degrees. Now we are hiring market analysis specialists and employee relations experts, although we put them through our regular training program. We refuse to hire them unless they have advanced degrees. I think this is probably a wrong emphasis but I am sure that it will shake itself down in time. In my opinion, the trend in management development work has been to put too much emphasis on the train-

ing a man has had. Eventually, I hope, we will even take on people without high school diplomas."

FRANK PACE, JR.: "I would say that, as executives pay more attention to the evaluation of personnel, the opportunities for non-college people will increase, because a college degree is a formal rather than a personal method of evaluation. As I see it, top executives are increasingly concerned with putting the right men in the right places, irrespective of their backgrounds."

Testing, rating, volunteering and prediction are desirable instruments to distinguish early between individual degrees of potential leadership, but few such instruments exist now, the Round Table found. Members also questioned whether any reliable evidence short of actual trial in the working world would reveal significant differences between individuals. There was agreement, however, that when a man has reached his late 20's or early 30's some differentiation can be made.

Discussion of the usefulness and limitations of tests was heated. The tentative conclusion was that, although tests are in many ways limited because of inadequate knowledge of what we are testing for, test procedures do contribute to a systematic and objective promotion system.

Comments included:

"We can recognize a boy who is going to lead at the fifth-grade level.

Other boys will hang around him and follow him. His leadership, of course, can be in either a good or bad direction. I would assume that this potential—whether constructive or destructive—will continue. I have seen this in our local school. Often the boy is intellectually clever."

DR. SOL W. GINSBURG, *the psychiatrist, challenged the above position:* "Simply on the basis of theory I would doubt it. It leaves out the terrific impact of adolescence which often alters personalities in a basic and unpredictable way. I would think that, at the earliest, leadership potential could be spotted during late adolescence.

"From the viewpoint of morale, if individuals are promoted on the basis of tests, the favoritism issue can't be raised. Since favoritism is a great problem in any organization, this method of controlling it has many virtues."

DR. DOUGLAS W. BRAY: "One has to distinguish between the use of the tests for positive or negative purposes. We should be careful about rejecting a person on the basis of a test. It may be that he simply lacks the specific background required to score high. On the other hand, a high score on the test may indicate good potential."

PACE: "A great number of cases came to my attention (while Secretary of the Army) where officers thought they had been treated unfair-

ly in being evaluated and in 90 per cent of the cases I agreed with them.

"You have to get away from a situation where a fellow is worrying about whether he will be promoted or not. Make him feel that one of his jobs is to provide for his replacement. Then he will feel challenged to see how good a job he can do in finding a replacement."

Companies using courses in advanced management should be careful in selecting the men who attend and in handling these men upon their return. The danger in singling out a group of men, the Round Table members agreed, is that this may give the impression that those not chosen have a less promising future.

The members agreed that responsibility of selecting personnel for advanced training should rest with the company without reliance upon volunteers.

Some felt that executive development programs place too much emphasis on promotion and not enough on doing one's present work better. Since men frequently have to remain in the same post a long time, they will become restless if they pay too much attention to promotion. It was pointed out that, although formal courses may be useful, probably the single most important contribution to the training of a future executive is made by his boss, particularly his first boss.

Among the views expressed were these:

"I think there is a danger in selection (for training courses) but if you are put on guard you can do something about it. You can send men to these courses who are moving from one department to another or from one region to another. Our biggest fear is that the man may begin to look upon himself as a fair-haired boy. We also have to be sure that others feel their chance is still to come. If you send four a year, you will have 20 such men in five years. If you have 80 other good men coming along, you don't want them to feel that the 20 who were sent have a pronounced edge on them."

"I would say that we should not think about executive development until a man is 45 or 50. The best development program is for a man to be a foreman or a squad leader. I do not think any development program is as good as actually being a boss and knowing what the problems are. For the first 15 years of a man's business life, I would say that the most important thing is that he have enough minor jobs to test his strengths. When a man is 50, you might go into a somewhat more formal program. It would seem that these programs have many pitfalls and that, on the whole, relatively few people would come through with a clean profit."

"The next best thing to having a

wonderful boss is having a poor, weak one so that you can take the ball and run with it."

"Companies must take seriously the idea that young men must move along. They must keep this attitude even in a depression and recognize that they will be better off in the long run if these young men do move along. It is bad for the potential executive of 35 to stagnate. I would rather have the factory go unpainted."

MANY companies have tried to introduce some form of rating system in the hope of improving their methods of evaluating executive performance. The Round Table emphasized the difficulties of making any type of rating system work effectively, but agreed that a rating system turns a spotlight on organizational problems and on personnel.

The members stressed the advantages of periodically having the performance of executives reviewed by their superiors. This is especially valuable if done at the same time companies make their important decisions regarding budget, personnel, research and development, and related matters.

The discussion ended with a return to the question of the personal qualities needed by successful executives —particularly the ability to make decisions and the ability not to let personal feelings govern judgment of associates and subordinates.

Some comments:

"The company which has five or ten men capable of being president is a better organization and contributes more to the national health and welfare. Any member of our executive committee could be president without causing a ripple in the company. The presidency is not a talent, it is a title. The president does not necessarily have to have any more executive ability than the vice president. We have people who would be good presidents of other companies. As a matter of fact, the vice presidents of our major divisions are at the same level as the presidents of many other companies."

DR. GINSBURG: "If I had to pick a single psychological characteristic of a good executive, I would say that it is a sense of inner security. He can be venturesome when necessary, he is not unduly threatened by competition, and he is not punitive to individuals who bring in ideas and plans he has not thought about himself. I would say that he has a good enough self-image so that he will be able to take care of himself, even in a tight situation."

Do different types of organizations require different types of executives

or can a good executive perform effectively in any type organization? Round Table members found this a complex question with few definite answers.

Several members pointed out that, in some cases, well-qualified people missed deserved promotions because of chance events—for example, a sudden change in the top leadership and the fact that the new man promoted his own associates.

A discussion of seniority brought the suggestion that a seniority system be modified by promoting some men on the basis of outstanding merit rather than age. The Army has adopted this practice.

The opportunities for advancement in government and business were compared. Some members argued that the chances are better in government, since it is relatively easy to move from one department to another. This means that a comparatively large number of top posts is open to an ambitious person, while fewer top positions are available in a business concern. Others insisted that a large number of important positions in a private organization do not carry top titles but still offer the individual ample scope for his abilities.

Of all vanities of fopperies, the vanity of high birth is the greatest. True nobility is derived from virtue, not from birth. Titles, indeed, may be purchased, but virtue is the only coin that makes the bargain valid.—Burton.

Test Your Word Sense

Here's a good way to test your vocabulary. Pick the best definition for each word and then turn to page 29 for the answers.

1—A MANIA is a:

- a—sickness
- b—fad
- c—madness
- d—fashion

2—On a ship the KEEL is:

- a—the rudder
- b—the boom
- c—the centerboard
- d—the yard arm

3—A JESTER is a:

- a—singer
- b—clown
- c—artist
- d—rider

4—If you IMPEDE something you:

- a—push it
- b—ruin it
- c—obstruct it
- d—rush it

5—A HALLMARK is a sign of:

- a—purity
- b—fame
- c—copyright
- d—price

6—An ALLOY contains:

- a—pure ore
- b—two or more metals
- c—aluminum and steel
- d—aluminum and magnesium

7—A BUFFOON is a:

- a—musician
- b—actor
- c—clown
- d—singer

8—An animal's HABITAT is its:

- a—home
- b—hunting ground
- c—burial place
- d—birth place

9—JUTE is used to make:

- a—paper
- b—soap
- c—bowls
- d—twine

10—To LIBEL is to:

- a—praise
- b—defame
- c—humour
- d—curse

11—KISMET refers to:

- a—a play
- b—music
- c—destiny
- d—kissing

12—A NOVICE is a:

- a—professional
- b—tradesman
- c—heavy person
- d—beginner

for

its:



Lend Me Your Dentures, O Mother
- I WANT TO PUT THE BITE ON A FRIEND!

IT WAS two days before payday. Inside, the wheels of industry were making a pretty contrapuntal hum to the outdoor accompaniment of a myriad of Spring-like sounds.

The robin's song, blending almost audibly with the gorgeous tone-poems of color streaming from azure-blue skies, could be heard as a keg of Bock fell off a brewery truck parked at the joint next door.

Like I said, it was two days before payday, five minutes of 12 to be exact. I had been standing at the side door of the plant wondering (a) should I maybe use up 25 cents worth of credit card gasoline to go home and mooch a sandwich off the

by Warner Holman

wife, or (b) borrow half a buck from the sweeper to hop next door for a hamburg and coffee.

This reverie was somewhat rudely interrupted when who should walk up but the head guy from the Union International downtown. He has a fistfull of tickets or something.

"Hey you!" he says, giving me his customary respectful salutation. "How'd you like to be driving a new Mercury?"

This has happened before. But today I flash a confident smile, turning my pockets inside out. This time I have him whipped.

My little pantomime of poverty draws a strange reaction. He throws back his head and laughs, then reaches around and pats me on the left buttock.

This, dear reader, is not to be construed as a gesture of affection, but merely our boy's way of telling me he knows where I stash my poke. I withdrew my wallet and invited his gaze into its yawning emptiness.

"Tell you what I'll do," he tells me. "I'll just write your name on a book and catch you payday." This sounds fair enough, and I nod resigned. Besides, I don't want him calling up the NLRB and hanging a refusal-to-bargain rap on me.

Now a lot of people, who try to impress a lot of other people, can probably quote statistics on the dollar-amount of chances, tickets, raffles; check-fight-baseball-and-football-pools; flower, shower, wedding and

betting collections and what-else have you. They are conned every day from employees at the nation's plants and offices. I'm not out to impress anybody with any such figures. I don't know them and I don't care to know them. It'd scare the . . . out of me if I did.

Actually—and with apologies to a certain international representative, who is really quite a nice guy—the tale unfolded here in the initial paragraphs represents a combination of several different methods and people. In each of these, I venture to say, you will find a certain ring of familiarity, because in all probability you have fallen victim to similar skin games yourself on occasion.

It seems as though nowadays hardly a week passes that you aren't hit once or twice. The thing is a little bit seasonal, however, in that Summer is the low point, building up rapidly through Autumn's football pools and Girl Scout Cookies, to a mid-Winter crescendo and its exploitation of the pocketbook through your Yule spirit. This is when the punchboard pushers flourish and do a land-office business on stale candy and figurine lamps with clocks in their bellies. Then comes Spring and a gradual lapsing back into the normal pattern of things like chances on pre-fab boat kits or new cars. Then the months for weddings and "Hey-Joe-we're-taking-up-a-collection-for-Nancy-who's-getting-married-next-week." The sad part about dames like Nancy is that it usually

turns out you don't know who she is in the first place, and later info has it she's only been with the outfit about six weeks anyway.

But here again we begin to sound bitter, and unintentionally so, let me hasten to assure. For most of us will dig down with the others and hope sincerely that someone deserving (if it can't be us, darn it) gets the new car, and that Nancy gets a nice wedding gift.

There's a paradoxical factor that comes into play right about here. Watch those around you the next time somebody comes around on a collection for somebody else the same day another guy is working the place with a raffle gimmick or pool of some sort. Who'll take in the most money? You guessed it. Nine chances out of ten it's the guy who offers at least a chance (never mind the odds) of some tangible return for the investment. And if you've ever been given the thankless task of collecting for a bona-fide charity drive, you'll notice these babies are the ones who just happen to be broke, or who knew somebody back in World War I who missed out on the doughnuts at the Red Cross Canteen.

The other day I watched a fellow clean out his wallet. He saw me watching him curiously and beckoned me over to take a look at the

stuff he'd accumulated just since Christmas when the billfold was new. First, two chances on a roulette sponsored by the Credit Union.

Second, one ticket to the policemen's ball accompanied by the receipt for another upon which he declined to comment. Third, four chances on a set of Davy Crockett forming dies. Fourth, a note of thanks for contributing to the new wing at Miss Emily's Day School for Pomeranians. Fifth, 11 separate and assorted chances on automobiles, outboard engines, and Shakespeare Reels.

Being witness to this shocking little inventory made a new man of me. So what if it isn't New Year's. The way I figure it a guy can make a resolution any time.

No more chances on anything for me.

Except once in a great while, maybe, or for some very worthy cause. Like that Cedric Township Conservation Club. Guy here says they're beginning a five-year plan to stock the old creek with barracuda so they can kill off the carp. Just a select few are being chosen to be patrons. One thousand, to be exact, at five bucks per on a new Olds.

Say, you know that's pretty good odds.

"Hey Ed—put me down for a couple those, willya?"

A totalitarian state is one where everything is compulsory that is not forbidden.

The NAF Library

By Norman George

HERE are four outstanding books which have been added to the NAF's traveling library. They are available to all members. Just drop a post card to: Librarian, National Association of Foremen, 321 West First street, Dayton, Ohio. Refer to the book you want by both code number and title.

THE PRACTICE OF MANAGEMENT, by Peter Drucker (Harper & Brothers, 1954). Code number: H-420. Here is a truly outstanding book that has received wide acclaim from authorities. Mr. Drucker aims to define the full nature and scope of the practice of management. To a large measure, he succeeds. His analysis of management's role in society reflects extensive study and thought and his observations are often provocative and always interesting. A highly-recommended book for all managers.

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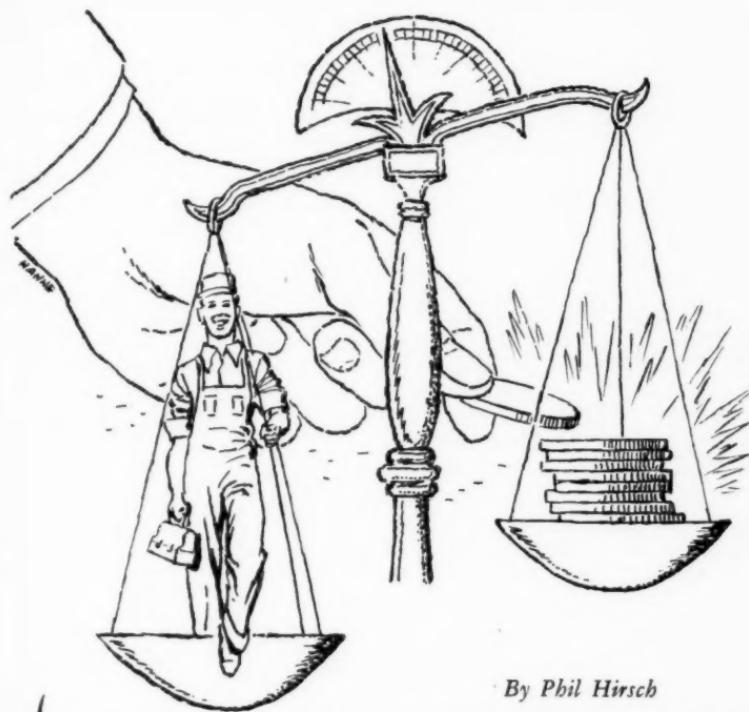
ZEST FOR WORK, by Rexford Hersey (Harper & Brothers, 1955). Code number: C-421. Here is another solid contribution. This one deals with the behavior of the normal worker. It is based on thorough research and observation and is several notches above the average book on psychology of the worker. Clearly and simply written.

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A GUIDE TO MODERN MANAGEMENT METHODS, by Perrin Stryker and the Editors of Fortune (McGraw-Hill, 1954). Code Number: F-422. This book is based on a series of articles in Fortune about the latest developments in management practice. It is well written and the approach is realistic. Very good treatment of such areas as executive development, labor-management relations, executive compensation and retirement.

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THE MANAGEMENT TEAM, edited by Edward C. Bursk (Harvard University Press, 1954). Code number: F-423. Here is the viewpoint of executives and business educators on the management team. It is based upon proceedings at the 24th National Business Conference at Harvard.



By Phil Hirsch

How Much Is Morale WORTH?

MOST SUPERVISORS know without being told that there is a direct relationship between morale and the efficiency of their department's operations. But ask supervisors to prove this relationship, and they'd probably have a hard time. As a result, in many companies, morale tends to be thought of as something that's "nice to talk about" but something that isn't very valuable when it comes to solving on-the-job problems.

Just the reverse is true, according to Industrial Psychologist William J. Giese. He and personnel officials of a large Chicago mail order firm

have been studying the correlation between low (and high) morale, worker turnover, absenteeism, tardiness, production efficiency, and work errors for several years. Their research has answered the question, "How does a worker's morale affect his job record?" in a way that can be measured.

These researchers have: (a) measured the effect low morale has on production efficiency, absenteeism and the other job factors; (b) come up with a means of measuring morale in terms of production and attendance figures, and (c) formulated a rough estimate of what morale is worth, in dollars and cents, together with a blueprint for improving morale in places where it is low.

What the work boils down to, basically, is this: a trained psychologist, if he had lots of time and money, probably could measure the morale level of a company's employees. There has been voluminous research on the subject, and several tests have been developed which prove to be accurate in practice.

The time and expense involved make this technique a rather clumsy tool for routine personnel analysis. It would be much easier to find the correlation between morale, production efficiency, and the other factors, then figure morale level from there. For in most companies, figures on personnel and production are readily available, and once the basic relationships are worked out, determining

the morale level from this data is a matter of a few calculations. There's no need to run the employees through a battery of tests each time. What Dr. Giese and his associates have done, essentially, is to determine these relationships.

FIRST STEP was to find morale levels the hard way. Standard morale evaluation tests were given to 3,400 company employees in 25 clerical departments. Here is the kind of questions they were asked:

What does your family think of this company?

- (a) good place to work
- (b) no opinion
- (c) poor place to work

Do you think your prospects for steady work are:

- (a) very good
- (b) average
- (c) not so good
- (d) don't know

Does your supervisor tell you and others when you do a good job?

- (a) most of the time
- (b) sometimes
- (c) seldom or never

When all the questionnaires were in, each answer was scored. The most unfavorable response was given a value of one, the second most unfavorable response a value of two and so on up to six for the most favorable response. The total was a "morale score" for each individual. These scores were then averaged for each department.

Results varied widely among the 25 departments. Lowest score was 450, highest 590. For the bulk of the employees, scores ranged from 480 to 560.

Next step was to check the scores in each department against production efficiency, absenteeism, and the other job factors to see whether, if morale was low or high, these factors would vary accordingly.

The mathematics involved in this operation were rather complicated, but the results were not. A definite correlation, of significant proportions, was found between morale score and these job factors: turnover, tardiness, absenteeism, production efficiency, and the number of errors employees made.

In other words, in those departments where morale was high, work output was high, and absenteeism, turnover, tardiness, and errors were low. In departments where morale was low, these job factors usually were poor.

After the relationships were determined, it was a comparatively simple matter to determine the morale level from the figures pertaining to each job factor. Researchers devised a system of constants which automatically converted each of the latter figures into numbers which, when added together, would produce a morale score.

The original research was conducted in 1949. Since then, the company has been toting up morale scores for each department twice a

year. The tallies have revealed, on several occasions, morale situations that needed mending.

On one occasion, production plummeted in a department staffed largely by women. Investigation revealed that shortly before the drop, a new lighting system had been installed which had an unflattering effect on the girls' complexions. Playing a hunch, management installed auxiliary lighting which restored the color balance, and production was soon back up to normal.

In another department, there was a high percentage of work errors and absenteeism. The supervisor had been advised that the main reason for the difficulty was the fact that he stayed in his office all day long and kept aloof from the rest of the department. His answer, in effect, was: "I'm no more aloof than any other department head."

However, the morale score indicated this wasn't quite true. For his department was consistently down near the bottom of the heap. So the supervisor checked the original morale evaluation test that had been given to his workforce by Dr. Giese and the company's personnel department. One question was particularly revealing. Asked whether their supervisor seemed to get along well with them, a majority of the employees had answered "no." The result was a complete about-face in the supervisor's attitude, and a substantial reduction in both absenteeism and work errors.

"One of the major benefits of this morale scoring system," explained Dr. Giese, "is that it shows, in pretty concrete terms, the value of human relations. In some companies, there are at least a few supervisors who have an 'I'm from Missouri' attitude. All the movies and all the lectures in the world won't convince them that saying good morning to their people, for example, will have anything to do with the amount of work turned out. But a rating system composed of concrete numbers will often do the trick, especially when it is shown that changing human relations techniques raises the score."

At the company where the scoring system was worked out, a number of supervisors who were skeptical of the value of human relations have changed their minds. For, in a significant percentage of cases where morale scores were low, the cause has turned out to be poor attitudes—either on the supervisor's part, or on the part of one or more workers.

In fact, correlation has been so close that now, when troubles arise, the company has a blueprint for finding the cause. The blueprint,

briefly, provides a quick means for checking the major areas of discontent mentioned by employees in the morale evaluation questionnaire.

Among the things officials look for are: workers who feel they aren't given sufficient credit for doing a good job; workers who are unhappy because they think the job doesn't utilize their abilities fully; supervisors who fail to tell their people about changes which will affect the work situation.

How much does low morale cost? "We obtain only a rough approximation from the results of this research," explains Dr. Giese. "And figures will vary widely, of course, from company to company. But even a rough estimate shows that the cost is appreciable. For example, it costs the company where our study was conducted \$100 every time a worker leaves. For every percentage point that work output drops, payroll costs increase a percentage point."

All of which makes out a pretty good case for the contention that a high morale level is pretty valuable to have, pretty expensive to lose.

A magician, traveling on a troopship, had his pet parrot with him. Whenever the magician performed his sleight-of-hand stunts, the parrot began a long line of sarcastic comments and kept them up throughout the act.

One day the troopship was torpedoed and sunk. Magician and parrot found themselves together on a life raft. After they had been floating around for hours, the parrot said in disgust: "All right, all right, I give up. Just what did you do with the ship?"

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Here are some of the reasons why Americans use about 16 billion aspirins a year

Why Your Head Aches

By O. A. Battista

IF YOU HAVE never realized how common the American "headache" is, here are a few figures that may startle you. By the end of the calendar year of 1955, it is predicted that Americans will have consumed around 16 billion aspirin tablets and emptied their pockets of more than \$90,000,000 at the beck of aches and pains coming from their upper stories!

Fortunately, the vast majority of headaches are not dangerous. They are passing irregularities of the brain reflecting its cycle of ups and downs. A headache, a severe headache, does not by any generalization of the facts mean that you may have a brain tumor, that you are going out of your mind, or may be about to enter an epileptic fit.

"If there is one common disturbance you should not become over-alarmed about," says Dr. Ralph T. K. Brown, "it is the common headache. But that does not mean that this discomforting condition may be neglected, either."

Of course, there are many types of headaches, each type being tied in with a specific cause. "The ex-



MARSH

perts have charted 27 different headaches, all of them taking a terrible toll in suffering and money," states an editorial in a medical journal. "The chronic headache may result from great anxiety, emotional disturbances, allergies, eyestrain, sinus trouble, high blood pressure, head injuries, anemia, kidney infections, brain tumors, alcoholism, and a long list of less common conditions."

One kind of headache that punctuates the lives of millions of people with almost intolerable pain is called a migraine headache.

At least 12 million Americans

know they have migraine headaches. For each of these, probably two others have migraine, though they may not know it. That makes around 30 million migrainoids in the United States alone!

Migraine is much more common in some families than in others: it appears to afflict people of certain personality types. Sick-headache victims usually are reserved, conscientious, efficient, and have higher than average intelligence. For example, the businessman who is fanatical about cross-indexed filing systems, the amateur photographer who spends hours making one picture, or the housewife who simply can't bear to see a single cigarette stub in an ash tray, is much more likely to be a migraine sufferer than a careless or happy-go-lucky individual.

Country people and manual workers are affected less often than city dwellers and mental workers. A larger percentage of school teachers suffer with migraine than any other one group. Elderly people seldom suffer from migraine—they seem to outgrow it with age.

The agony of migraine is usually confined to one side of the head, behind the eyeball, and accompanied by nausea and disturbances of vision, smell and equilibrium. Such attacks, it is believed, are precipitated by release of a substance called histamine into a blood stream. Histamine is present in all cells. When released into the blood, for unknown reasons, it remains there only momentarily

and is immediately taken up by the cells, with consequent dilation. If the patient can be desensitized to histamine, presumably the migraine attack would not occur.

Injury to the body or to the mental and emotional make-up of the individual may cause migraine or arouse migraine which has not been active. Heredity is also a big factor in causing migraine or arousing a sleeping or dormant migraine in the individual. About 50 per cent of the children of parents with migraine develop migraine. Of these, 80 per cent inherit the trait from the mother, 20 per cent from the father.

Doctors still are not positive as to what happens within the bodies of migrainoids to bring on a headache attack. They do know that daily irritations acutely sensitize the brain of the migrainoid. Tension on the job, dissatisfaction in marriage, and unsolved problems, combined with lack of rest, all work on the brain of a migrainoid until he is ripe for attack.

Then something comes along to pull the trigger. It might be an overlate breakfast, acute fatigue, lost sleep, glaring lights, a naughty child, loud talk—or even sudden release from strain.

When the trigger is pulled, a storm goes through the nervous system and causes one of the main arteries in the brain to dilate. The blood pounds through, and the arteries become very distended. The result is pain, at times excruciating

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pain, over one eye or the other.

The migraine pattern varies from individual to individual, but it is usually constant for each of its victims. In most cases the victim is warned in advance. For example, some time before an attack there is feeling of great energy and desire for accomplishment. Women indulge in an orgy of house cleaning; men become office slave drivers. Then about 20 minutes before the headache begins, he or she will suddenly notice fuzziness of vision, zigzag lines, bright flashes or spots before the eyes. Occasionally, either before or during an attack, the brain blinks out momentarily. The victim stumbles over words, says things he doesn't intend to say, may even have strange hallucinations.

Can anything be done once a migraine has started?

Fortunately there are ways to curtail the torturous pains of a migraine headache. For example, some people can head off the actual headache if they take medicine prescribed by their doctor and lie down as soon as the preliminary visual disturbance begins. Doctors also report good results in combating migraine with

a drug called ergotamine tartrate, given by injection or orally.

Ergotamine tartrate, combined with ordinary caffeine, is sold under the name of *Cafergone*, and may be taken by mouth. *Cafergone* is able to constrict the cranial arteries that start a migraine headache when the body stimulates them to swell up. This remarkable product administered by physicians has proved effective in stopping 86 per cent of migraine headache attacks in their tracks.

Headaches are so much a part of the pattern of the western world that they may always be with us. Nevertheless, we don't have to have as many headaches as we do, and that goes for the migrainoid sufferers, too.

Untold misery and pain resulting from headaches can easily be avoided by following a rule of moderation in everything. Headaches are not a disease in themselves. Most of them are caused by trying to run your body at 80 miles an hour when nature geared it for only 40 miles an hour. The shortest road to a clear head is to slow down, relax, lead a calmer life, and go easy on the aspirin!

Reprinted from The Voice of St. Jude, a national Catholic magazine, published by Claretian Missionary Fathers, August, 1955 issue.

Recruit: "Why did you salute that truck driver?"

Second Recruit: "That's no truck driver. See the sign on the side—that's General Hauling."

Industrial Migration

Recently, the Governor of Connecticut named Joseph R. Neill chairman of the Connecticut Development Commission, an agency charged with attracting industry to the state. Within a few months, Mr. Neill announced that he was moving part of his own plant out of Connecticut—that it was not possible for him to carry on. . . .

It is worth noting the reasons Mr. Neill gave for his decision—unfair taxes, lack of police protection, zoning and the water supply.

All these factors have one thing in common. They do not involve natural resources or inherent factors of a given location which normally guide regional location of industry and interregional division of labor. They are all factors for which the community itself must be held ultimately responsible. They all reflect a social climate unfavorable to business.

Such a climate may not be typical of Connecticut. Certainly it is not confined to that great state.

Unfortunately, it reflects a trend which is invading older industrial areas of the country. The factors which Mr. Neill enumerated are only part of the story. Some of the others are restrictive state labor legislation, slow-downs, resistance to technology, an "advanced" concept of the welfare state on the state and local level and a general suspicion of business.

Much industry has been forced to move simply because it has not been possible to carry on business at a profit there. Communities which wish to stem the tide of industrial migration and attract good employers do not help their cause merely by establishing high-sounding development commissions on the one hand if, on the other, they saddle employers with needless high cost, low productivity and unfair treatment.

The goose that lays the golden eggs rarely asks for special favors from its constituents. But when instead the ax is brandished, the goose cannot be blamed if it has an urge to fly.

Reprinted from Economic Intelligence, a publication of the Chamber of Commerce of the United States, September, 1955 issue.

SPEECH FORMULAS

Stage Fright in Public Speaking



by LESTER L. McCRRERY, Ph.D.



STAGE FRIGHT is a psychological barrier to spoken communication. It is probably the greatest bugaboo of public speakers—beginners and experienced.

In the last few years, certain teachers have attempted to reassure us by declaring that stage fright is good for us, since it helps us do a better job of speaking. While it may be true that the *excitement* accompanying stage fright can be utilized to improve performance, certainly *fear, forgetting, confusion, and inability to say clearly what was planned* are undesirable barriers.

To say that these will disappear by the realization that *excitement* is good, even necessary, for effective speaking is to give only a partial view of the problem. Other specific things can and should be done to

make this *excitement*, or nervous energy, helpful to the speaker.

First, how is excitement *helpful*? The race horse analogy is sometimes used to make this point. If you visit a race track and watch a high strung horse brought up to the barrier you will notice the animal showing symptoms of "stage fright" before the barrier is lifted. The horse is excited, his heart is beating faster, his breathing is rapid, his limbs are tense and trembling. He is keyed up for the race. The moment the barrier is lifted the horse transforms all these "symptoms" into beautiful, rhythmic performance.

If the horse were completely indifferent emotionally at the beginning of the race, he would not be ready, and would probably amble out leisurely when the barrier was lifted.

(First of a series of articles)

By the same logic the speaker needs to be keyed up, *excited*, when he stands before his audience.

However, for the speaker, there is no simple solution such as the lifting of a physical barrier. The race horse doesn't worry about the opinions people may have of him and his performance. This is the speaker's main concern. While the speaker can and should drain off considerable energy through adequate loudness of voice and appropriate bodily activity, *what he says and how he says it* are subtler activities and require different techniques.

If the speaker discovers, to his consternation, that despite his belief that excitement is good, and despite his efforts to use up his energy by strong, confident tones and a bold stance, he remains frightened, unable to say what he wants to say, ill at ease and unable to control his bodily behavior, then he must deal with the psychological barrier of *fear*. To deal with this he must resort to the old adage: "Confession is good for the soul."

I once had a football hero in class. He was a lion of courage on the gridiron but a timorous, cowering mouse before an audience. When convinced that trying to *conceal* his fear only built up additional tensions which increased his distress, he agreed to objectify his problem. He frankly discussed his symptoms before the class and wound up by slapping his knees, exclaiming, "Knees, stop knocking!" From that point on he

made rapid progress in emotional adjustment before listeners.

By objectifying his fear instead of trying to hide it, by making a frank confession of his fears and by discussing his symptoms, the speaker removes a psychological barrier between himself and his listeners.

This same technique, frank confession, often comes to the speaker's aid when he temporarily forgets what he was going to say, when he "draws a blank." Two procedures here are recommended. The first thing to do when you forget what you were going to say next is to repeat the last statement you just made. By so doing you will probably "trigger off" the next idea. If this doesn't work, then *confess*. Make some remark to the effect that you have forgotten for the moment, what was coming next but that if the audience will have a little tolerance and patience you are sure the idea will come through.

I have witnessed the effectiveness of this *confession technique* hundreds of times. The moment the speaker stops *straining to remember*, the moment he *confesses*, rather than trying to conceal his lapse of memory, he has released the tension barrier and the idea comes through.

The mental health aspect of the *confession technique* is that it removes nameless and disorganizing fears on the part of the speaker, so that on subsequent occasions he has less and less barrier between himself and his listeners. He is able to con-

centrate on his subject matter, not on his fear of what the audience will think of him if his fears become apparent.

Truly it may be said of the speaker, he has nothing to fear but fear. But if he is to overcome this fear and become effective, let him keep the following points in mind:

1. Physical symptoms of excitement preceding a talk may be preparations of the body for necessary increased physical effort of an effective talk.
2. Much tension from physical excitement can be released through appropriate physical activity and through adequately loud vocal activity.

3. Where fear persists and handicaps despite physical and vocal activity, the speaker should *confess* and describe his symptoms, thus objectifying the problem. Attempts at concealment merely increase tension and fear of discovery.

4. When there has been a memory lapse the speaker may experiment by repeating the last phrase uttered. If this fails, he should *confess* to the lapse, thereby breaking the tension pattern.

This article originally appeared in Industrial Supervisor, a publication of the National Safety Council. The entire series of 16 articles entitled "Pocket Book of Speech Formulas" can be secured singly or in quantities from the National Safety Council, Publications Division, 425 North Michigan avenue, Chicago 11, Ill.

A young man had to rush his wife to the hospital in a terrible hurry. The race was swift, but they didn't quite make it. The baby was born on the lawn outside the hospital.

A short time later the new parents received a bill and among the items was one which read, "Delivery room, \$35."

The new father indignantly returned the bill, pointed out the injustice, and demanded an adjustment.

The bill came back promptly and the father was astonished to read the following revision of the disputed item, "Greens fee, \$35."

Answers to "Test Your Word Sense" on page 14 are:

1-c, 2-c, 3-b, 4-c, 5-a, 6-b, 7-c, 8-a, 9-d, 10-b, 11-c, 12-d.



"Gosh, gang, you've been so swell to me that I wouldn't think
of leaving now!"

From the NAF's Management Team of the Year:

Recipe For Success

By George Tomlinson

EDITOR'S NOTE: When George Tomlinson, president of the Formica Management Club, accepted the NAF's first Management Team of the Year award at the association's 32nd annual convention, he revealed the club's secret of success. What he said should be of interest to all management men.

I REALIZE that as I receive this trophy, there will be a bunch of the finest guys in the world, back in Cincinnati, wishing that they could be here to share this moment of national recognition.

I knew that I faced an obligation to convey to you the deep-seated convictions of these Management Men of the Year.

If all of the group were here, and could speak collectively, our remarks might be something like this.

Our accomplishments, for which you have paid us tribute with this completely unexpected award, probably are not too different than those of most NAF clubs, with perhaps two exceptions.

The first exception is that each of us inherently feels that "he belongs." Every man feels that he is important, that he is necessary in our scheme of

doing things. He feels, too, that other members of our team respect his responsibilities, and his desire to do the best possible job. The result of this feeling of "belonging" is that we have a team of management men who are doing their best, pulling together, with loyalty to the group and to each other. Our team is strong because it satisfies each member's basic desire to do good work, to be recognized, and to win the approval of his fellow men.

In this feeling of "belonging," there is a solidarity of purpose, resulting in the achievements for which we are honored tonight . . . achievements produced by the combined efforts of all of us.

If they were here our group would tell you more. They would tell you that teamwork requires more than a feeling of "belonging," a feeling of

being needed, and a feeling of being respected.

They would tell you, TEAM-WORK DEMANDS LEADERSHIP.

This is the second exception.

In the spirit of the season, will you think of a football team? Can you imagine a football team with no rules, no goals, and no leadership? It couldn't be a team.

In American industry, it is the administrative and executive management that must set the goals, make the rules, and give us leadership.

As we look back, it is truly amazing how far Formica management has gone in making every one of us feel that he knows the problem of our company, that they are his problems, that he knows the score at every "minute of play," and that, personally, he will benefit from doing his best as a part of the team.

This trophy is a tribute to the management of The Formica Co. in recognizing our foremen and department managers as members of the management team.

Without this willingness of our top management to keep members of our club fully informed concerning all of our mutual problems, we would not, and could not, be the Management Team of the Year.

We are extremely proud of this significant honor. We shall prize and cherish this award and trophy as a symbol of the accomplishments of the past, and of the opportunities which lie ahead.

It shall be a reminder to each of us that he not only is a member of the Formica management team, but, in addition, an honored member of the NAF Management Team of the Year.

Automation

It has been well proven that the use of machines has given the American worker better health, more leisure, and more real wages with which to enjoy his spare time, and perhaps use this time in his own way to further a better living for others.

Yet some persist in shouting, "Automation! It's new! It's bad! It'll put people out of work!"

Automation, or the machine age, has been characteristic of the United States since the Civil War, and never in the span of a century have people progressed so fast and lived so well.

Automation is merely a new term for something that has been going on for a long time. That's the substitution of machines for man's muscle and effort.

All the way, machines have made more employment.

Are You Well Informed?

HERE'S AN opportunity to find out how much you know about current management topics. Write your answers in below each question and then turn to page 66 and see how well you did.

- 1—In the federal government the vast majority of the work is done by civil service workers, but quite a bit of valuable, and sometimes controversial work is done by the WOC's. Who are they?

- 2—What is the "Halsey Plan"?

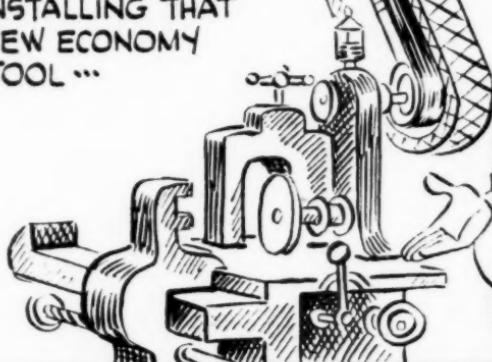
- 3—What happened recently at the Perfect Circle Co. plant in New Castle, Ind.?

- 4—Why is the Consumer Price Index important in labor relations?

- 5—What is the "Incident Process"?

THREE WAS REBELLION IN THE RANKS WHEN THE FIRM TRIED INSTALLING THAT NEW ECONOMY TOOL ...

{ IT'S A NEW FRAMMISTAN CUTTER! THE BRASS WANTS US TO TRY IT OUT IN THIS DEPARTMENT!

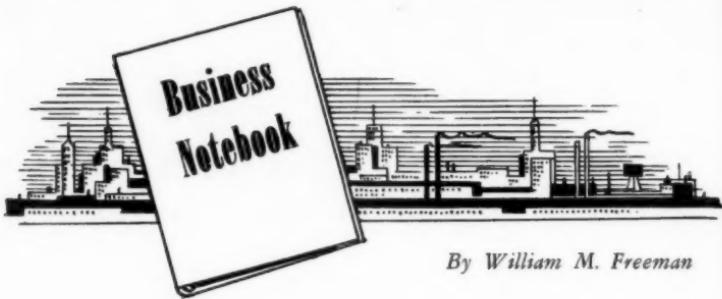


BUT INSTALLED IT WAS! NOW THERE AREN'T ENOUGH TO GO AROUND AND, WELL---THIS IS WHERE WE CAME IN!

{ WE'RE SHORT FRAMMISTAN CUTTERS! HOW YOU EXPECT US TO EARN A DAY'S PAY WITHOUT 'EM?

Thanks to
WADE R. BEDELL,
1506-14 S. FLORES ST.,
SAN ANTONIO 6, TEX.





THE AMERICAN PUBLIC is used to cycles in business and industry—some years of prosperity, some of depression—but it doesn't *have* to be that way. Business volume undoubtedly will slide off early in 1956, but it will still be at astronomical levels for a handful of very good reasons:

We have the goods and services for sale. We have the customers for them. And the customers have the money to pay because they have the jobs manufacturing the goods and services. It is as simple as that.

In the early Thirties the business men got scared. They were afraid they couldn't sell their output, so they reduced their employment rolls and cut the pay of those who were left in order to weather the expected economic storm. The ones without jobs could buy nothing, and the ones with paycuts could buy less, so the business men turned out to be right: There *was* a depression, and they had contributed to its making. But now—

EARNINGS ARE UP

—with three out of four corporations reporting increases over the nine-month period of 1954. With a little courage on the part of business men there will be a continuing high rate of business, even with a slide-off in early 1956, and the reason for it is the continuing high needs of the customers. In the first quarter corporate profits were up 27 per cent from 1954. In the second quarter the gain was 34 per cent. For the third quarter it was 42.5 per cent. We could afford to lose some of the current gain and still be well ahead of 1954. Higher materials costs or rising labor expenditures may serve to cut profits, but the economy will gain just as much.

Here are some indicators:

The No. 10 pack of vegetables surprised canners late in the year. This is the largest size put up, and usually most of this jumbo pack goes to

institutions. Now families are larger, and the bigger sizes are wanted. Canners were caught napping.

Holiday Plastics, of Kansas City, has just acquired Thermacote Plastic Products Corp., of Newark, N.J. Thermacote has a \$3,000,000 contract from the Cinderella Glass Pool Co., a subsidiary of the Paddock Pool Co. of California, for the manufacture of Fiberglas swimming pools. The swimming pool is rapidly becoming a commonplace for families a long way off from "rich."

With their eyes presumably open, there are people who will invest in stocks because—

THEY LIKE THE NAME

—of the company, just as many who should know better select a sure thing in the seventh race at Belmont or Santa Anita because the name sounds nice. That being so, my favorite stock (*not* a recommendation, but a report on a name) is McIntyre Porcupine, Ltd. Current quotation about 84, high for the year 91, low 67. This is a gold-mining company. It also owns large hunks of oil, utility, telephone and other sound stocks, among them U.S. Steel, General Electric and International Nickel. Possibly selecting a stock by the sound of its name is just as good a method as any other, especially if it has holdings like those of McIntyre Porcupine.

Is it or isn't it possible to predict what the stock market will do? Can you—

LOOK INTO THE FUTURE

—and read the stock quotations, and thereby become a millionaire? In the familiar story John Smith, business man, makes a deal with a gentleman from down below and is taken a year into the future. His first move is to get a newspaper and turn to the stock market page.

"Steel up seven points, U.S. Lines up twelve, General Instrument up fifty points," he mumbles, taking notes and reaching for the telephone.

And then he turns to the obituary page and reads:

"A memorial service is to be held for John Smith, departed this life one year ago today. . . ."

Well, can you or can't you know in advance what the stock market is fixing to do? Answer: You can't by means of the Faust-Mephistopheles method. Or can you by listening to stock-market tips. A better method is to choose a name by its sound.

STRICTLY BUSINESS

by McFeatters



"I couldn't afford a mink coat—but I got you a
'Do-It-Yourself-Kit'!"

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*"Man is not born to happiness—
he must achieve it."*

WAIT TO WORRY

by William Levy

A MOTHER is occupied with the weekend cleaning, humming to herself to offset the drone of the vacuum. She pauses a moment in her work to glance in the full-length mirror. She's pleased with what she sees. The new diet is working wonders. "Think I'll make a roast tonight." The neighborhood is calm and peaceful except for the shouts and laughter of children at play.

Suddenly the quiet is shattered by the terrifying sounds of squealing wheels, grinding brakes and skidding tires. A child screams. Then momentary silence. Inside the house the mother is paralyzed with fright and shock.

"My God, it must be Jimmy!"

For a few seconds she undergoes the agonizing torment of suspense and uncertainty. Then she rushes out the front door certain that she'll find a prone battered little figure in the street. Instead, a very lively Jimmy babbles excitedly, "Oh Mum-my, Blackie, our neighbor's puppy almost got hit by a car." A heavy sigh of relief by the mother is fol-

lowed by a tongue-lashing of the youngster and a stern warning to get into the back yard and stay there.

Let's recap. The mother suffered a tremendous shock to her nervous system. Instead of a pleasant, calm individual, she is now a bundle of nerves striking out verbally and physically at everything in her path. Nothing significant really happened. That isn't important. Her mental state, however, was geared to a catastrophe. That is important. *Wait to worry.*

It's 9 a.m. The foreman is whistling, "It's a good day" and why not. For the first time in many weeks he apparently has no irritating problems to contend with. The department is making schedule, no breakdowns, and his costs are in line. He reflects to himself, "If we can keep this up for the next few days, we ought to make a pretty good bonus this month. Think I'll call the wife later and suggest we go out for dinner tonight." Yes, everything is all right.

The telephone rings and the

superintendent's clerk is on the line. "Joe, the boss wants to see you in his office at 10 o'clock." Joe counters, "What for?"

"I don't know but he says it's important and he wants you there."

"Okay, I'll be there."

Now Joe starts to sweat it out. "I wonder what he wants? One thing I know, it can't be good. What did I do wrong? I'll bet the customer kicked back on that last job we shipped. Maybe I was too tough on that steward last week and the committee is threatening a walkout. The only time they call me into the office is to chew me out. And I thought this was going to be a good day. What a laugh."

Nothing actually happened, but before the hour was up, Joe was mentally conditioned for a fight in his defense. It showed all over him. Even the workers whispered to each other. "Look out for the old man, he's on the burn."

Actually when Joe got to the super's office, he was asked whether he would take an office in the management club if elected.

How many times has a similar event happened to you?

Our life seems fraught with useless anxiety. We suffer untold misery for no reason at all.

W. Jay makes the statement, "One of the most useless of all things is to take a great deal of trouble in providing against dangers that never

come. How many toil to lay up riches they never enjoy; to provide for things that never happen; to prevent troubles that never come; sacrificing present comfort and enjoyment in guarding against the wants of a period they may never live to see."

There is one sure way to achieve a peaceful calm and satisfactory living. It consists of a simple and straightforward faith and belief in the Power greater than all. It is a source of unlimited energy and tremendous satisfaction. In previous articles I have selected prayers which I thought were particularly propitious and satisfying. I want to share this one with you.

Loving Father, bear us as we call unto Thee from the depths of our being. Dark is the world without Thee. Our ways are often confused. The good seems evil and the evil good. Material pursuits deaden us to the needs of the spirit. Swayed by the impulses of our senses, we frequently stifle the voice of conscience which speaks of Thee and Thy eternal laws. We exchange our glory for things of naught. O God of Truth and light, help us to find our way unto Thee. Open up within the desert of our souls, the living fountain of Thy love that our lives may be brought to flower in the beauty of Thy goodness. Amen.

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1955

MANAGE MAGAZINE

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First item on MANAGE'S Christmas list this December is Miss Joyce Johnson, 19-year-old Lockheed Aircraft Corp. employee, who is also "Miss Bay Beach," "Miss Sun Valley," and "Miss Edwards Air Force Base" of 1955.



AFTER their fundamental shock and sorrow, as Americans, over President Eisenhower's heart attack, supervisors are entitled to wonder what effect his illness will have on them and their jobs. Just about everyone, from rank and file labor to the Wall Street operators, who dropped \$14 billion the day the news broke, is relating that unhappy event to himself. There's no reason why supervisors shouldn't think a little bit in terms of self-interest as well.

It's a wonderful tribute to Eisenhower, the man and the President, that captains of industry and laborers, college presidents and illiterates, all should be reacting so personally, each in his own way.

TOUGH DAYS AHEAD?

Some observers forecast that Eisenhower's absence from the Republican ticket next year will give organized labor a boost in political influence. They feel Republican candidates will consider labor's endorsement and support more important, now that they won't have Ike to pull them through. Some Democrats will then try to outbid the Republicans for labor support. The same theory may well apply to the farm vote. All this will cause dissension in both parties.

The most severe phase of the President's illness coincided with the key period for drawing up next year's Federal budget.

With the President out of active participation in next year's planning, more and more power has reposed in the hands of Secretary of the Treasury George M. Humphrey, regarded as one of the most conservative and big business-minded leaders in the Administration.

As of this writing, the budget recommendation is a well-kept government secret. It will be submitted early next month to the 2nd session of the 84th Congress by the President, or in his name, for consideration, change, and enactment into law in the form of appropriation bills.

If Secretary Humphrey has wielded the economy axe, as he is believed to be philosophically disposed to do, there will be revolt in many factions of the Republicans as well as frontal attack from the Democrats. And if Humphrey's budget hacks away at defense spending, which accounts for more than one-half our total spending, this attack may develop into all-out inter and intra-party warfare.

SCRAP CERTAIN

Over and above all of these details, Eisenhower's leadership as a unifying force will be sadly missed. His great authority in his party will be cut, regardless of the reverence in which he is held personally, by realization that Republicans can no longer expect to ride his coattails next November. Consequently, the GOP right wing is likely to split with a number of Administration policies. The Democrats will no longer feel it politically necessary to use the "kid glove" approach in dealing with the Administration now that the most popular of all Americans will not be the target of their attacks.

All this adds up to political unrest and disunity which may have some short-term economic repercussions. With the labor and farm vote in more strategic positions, and top management necessarily uncertain as to the immediate future, the "wait and see" attitude with respect to expansion may spread. Supervisors are going to have a tougher time getting the job done, as budgets are tightened and developmental expenditures are held in suspension.

UNIONS AS CAPITALISTS

The continuing investigation by the Senate Labor Committee on employee welfare and pension funds continues to point up the vast power wielded by some few union officials who manage some of those funds as a sort of private charity—for themselves and their inside pals. Supervisors know how increasingly important such so-called but misnamed "fringe benefits" are in dealing with organized labor.

The funds which have been the subject of the inquiry so far are those in which the money, for the most part, is contributed by employers but managed in fact by one or more union officials. Such exclusive union management

is contrary to section 302 of the Taft-Hartley Act, but the committee's latest interim report points out—

"The mere fact that employers were placed on joint welfare plan boards did not prevent them from abdicating their responsibilities in many cases."

The report goes on to cite chapter and verse of outright embezzlement by union officials with acquiescence of management representatives and the full cooperation of insurance company officials who were themselves receiving fat commissions.

An amendment requiring full public disclosure to all workers who are supposed to be the beneficiaries of the funds, and to the contributing employers, is being considered.

"These plans," the report points out, "cover tens of millions of workers and involve contribution of several billions of dollars annually"

"Taken in the large, the whole system of private welfare and pension plans which has arisen is of tremendous benefit to the large segment of the American population served by them and has a profound impact on the country's economy."

How these "several billions of dollars" for the benefit of the tens of millions of workers should be invested is a matter to which the committee also gave attention. Consensus of the experts consulted was that such funds should not be invested in the same organizations in which the beneficiaries are employed. Reason: Grave "conflicts of interest" and the possibility of harmful influence from both sides.

A pretty gal appeared at a party wearing a tiny silver airplane on a chain around her neck. It was a cute ornament and she was not only proud of it but quite conscious of it. She found her dinner partner eyeing her in the direction of the silver trinket and so she asked him proudly by way of starting small talk: "Do you like my little airplane?"

"Yes," replied the young gallant by her side, "but mainly I was admiring the landing field."

National Cash Register Co., of Dayton, Ohio runs an umbrella lending service for employees. There's no charge for the first 24 hours. After that it's five cents per day. In case of loss, the charge is \$2.75 for a man's umbrella, \$2.50 for a lady's. NCR keeps a supply of 6,150 umbrellas.

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Here's a summer-time project that builds international good will

Kokomo's Operation Friendship

By Mrs. Mel Samsel

Editor's Note: MANAGE generally tells every story from the point-of-view of a management man. Here is a refreshing break: a story of an NAF Club's project as told by the wife of a club leader.

ONE COOL Spring evening an attractive man sat in our living room and told a strange story to my husband and me about Americans who were ambulance drivers in France during the first World War.

This stranger had been sent to us by his neighbor, a fellow member of The Kokomo Foremen's Club.

It soon developed that this young man was offering the club a chance to invite to our city, as guests of the club, 35 boys and girls from foreign lands who were studying in American high schools.

The stranger, a field representative of the American Field Service, was one of the original American ambulance drivers in France.

As he told his story we could easily understand his interest in the young foreign students; many of

whom had little or no idea of freedom or democracy as we know it.

A good-will program had been established after World War I to put foreign students in high schools throughout the U.S. for a year. During the time they were in school they lived in American homes and in the Summer they made a tour across the country before they returned to their homes overseas.

On the Summer trips, schedules were made up for stops in certain cities. There the students became guests of organizations and individuals.

The purpose: to give them a first-hand look at American homes and the American way of life.

That's where The Kokomo Foremen's Club came in.

The American Field Service repre-

sentative visited us in 1951. That year, and every year since, our club has played host to from 30 to 35 students.

From the very first, club members have been eager to support the project. Mothers, boys and girls of all ages, became excited and enthused with the idea that "daddy was inviting a French boy to visit in our home for a couple of days."

Homes were put in readiness for the guests, the mayor of the city prepared a welcoming speech, committees were organized to plan for housing, food, special events and entertainment.

Then the day came.

Everyone gathered at Kokomo Memorial Gymnasium to welcome the 35 guests, their chaperones and bus driver. When the bus finally arrived, the students burst out the door like popcorn.

"Mail call" was the first item on the agenda. It was a moving sight to see the boys and girls sitting on the gym floor reading letters from home.

As the guests met their hosts there were welcomes and handshakes that expressed love of fellowman and disregarded color of skin and foreign tongues.

About 80 tons of water are required to make one ton of steel.

Think twice before you speak, especially if you intend to say what you think.

The students on this year's tour came from Austria, Belgium, Greece, Italy, the Netherlands, New Zealand, Norway, Spain and Sweden.

During their two-day stay they were busy virtually all of the time. Entertainment included miniature golf, swimming, baseball, outdoor barbecues, jive and jitterbug sessions, a "splash party" at the municipal pool, and a picnic and square dance. Nothing was overlooked, including provisions for laundry.

It was a sad day for us when they left. Of course the students were anxious to continue their journey, but within the two days the Kokomo families and "adopted" students had formed an affection which was difficult to break.

Cooperation among the club's 700-plus members has been overwhelming and the joy it has brought to club members in observing that "it is more blessed to give than to receive" has multiplied each year.

Members feel that if they have helped just one boy or girl to learn about Americanism, the time and money have been well spent.

And if the world moves a bit closer to peace in this half century, club members can feel they've played a part, no matter how small, to help in the moving.

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It took centuries to get the bath in the bathroom and in most of the world they're still down at the creek or taking turns with the laundry in the wash tub.

the bath grows up

EDITOR'S NOTE: *On July 4, 1855 a man named Richard T. Crane opened a Brass & Bell foundry in Chicago in a 14 by 24 foot building he built with his own hands. Today the Crane Company is one of the country's great industrial firms and a leader in the value and fitting industry. This story is about the history of the bath and the growth of an industry which helped put the bath tub and modern plumbing in the American home.*

BATHS are box-office" was not only the succinct remark of a Hollywood director who noted a very satisfactory relationship between ticket sales and pretty girls in bathtubs. The bath always has held a fascination for people throughout history.

The movie industry trend toward dunking glamorous creatures was given its earliest and greatest boost by Cecil B. DeMille. DeMille, in 1932, challenged his own masterful achievements in 14 previous bathtub sequences by casting lovely Claudette Colbert as Poppea, Nero's wife, who liked (who could prove otherwise?) to bathe in milk.

The history of bathtubs shows that the early Romans felt luxury in bath-

ing was practically a necessity, but even they would have goggled at the sumptuous DeMille tub, filled with milk, perfumed and sprinkled with flower petals. Movie audiences gasped at the spectacle and skeptics were convinced of the bath's authenticity by cats that roamed the vicinity of Miss Colbert's milk bath, happily lapsing at the contents.

While no mass-produced bathtub line will go into production to compete with DeMille's fabulous fixtures, today's bathrooms and tubs have reached a degree of beauty and color undreamed of a century ago. It was in 1855 that the Crane Co., was established and, in a hundred years of progress, grew into the world's largest manufacturer of valves, piping and

fittings, and internationally famous for the beauty and design of bathroom equipment.

To climax the company's own century of achievement a study was made of the world history of bathtubs since the earliest known, which was either an obvious plumbing system discovered at Mahenjo-Daro in India or a 15-foot square bathtub with tile floors and drain pipes found in the ruins of the palace of Urninnar, ancient Babylonian king. Both are estimated to be about 5,000 years old.

As it was made possible to convey water through crude pipes to private and public baths, the ancient Egyptians and Persians began to indulge in a certain amount of elegance. About 1300 B.C., some luxury-loving Egyptian, evidently an early believer in the saying, "You can't take it with you," scooped the remains of dead King Amenononet out of a nice red granite sarcophagus and put the regal stone coffin to work as a tub!

In Persia, Alexander the Great expressed real delight at taking over the luxurious bath of a former ruler, Darius, who lived in the fifth century, B.C. "Vase pictures" found in Greece coincide with Homer's description of bathing in the early and rather austere "tub."

As really excellent engineering and plumbing skills brought water into the cities, the Romans utilized their fine aqueducts to supply the early public "swimming" baths. When it was discovered that an ingenious arrangement of copper vessels near a

furnace could continuously supply warmed water, the popularity of bathing zoomed.

The luxury-loving Roman reached new heights of extravagance in bathing before the grimy hand of the Hun cut off his water supply. The wealthy man had a whole room devoted to his bath, generally featuring a sunken floor, under which lead or bronze pipes carried the water. These were heated by under-floor fires. The marble bathtub was fitted with fixtures of solid silver or gold. This led Seneca, Roman senator, to remark, "To such a pitch of luxury have we reached that we are dissatisfied if we do not tread on gems in our baths."

But it was all over when the Huns literally pulled out the plug.

Destroying aqueducts, pipes and the great public baths, the invaders also brought an abrupt end to the sanitary conditions that had developed. The bath, as such, practically disappeared.

Since more than personal bathing was involved—the disaster included the whole system of sanitation—the collapse of the empire toppled civilization into a polluted series of centuries known as the Dark Ages.

In the East, however, the Arabs and Mohammedans maintained the flicker of interest in personal bathing. They enjoyed the vapour baths and thoughtfully brought this habit along on conquests. It is doubtful if Isabella of Spain would have had even her skimpy total of two baths



"Maybe I don't prepare the bacon like your mother did, but
neither do you bring it home like my father did!"

in her whole life if the Moors hadn't brought the custom with them in the eighth century.

Later the Turks brought their favorite bath with them to Europe and would have been understandably proud of this achievement had they known then that the "Turkish bath" would survive to see 20th century glory as a cure for that ancient headache, the hangover.

The 13th century saw the first timid introduction of public vapour baths in European cities. They were called "hothouses" in England. Even these had a sinister connotation—there were separate rooms for the multitude of lepers. But the city of Bologna, Italy, made a forward move and appointed a city physician. And in the latter half of the 13th century, a health officer was elected Pope as John XXI.

But centuries of European and Asiatic bathing practices were soon to be eclipsed by a suds-happy America—the most bath-conscious nation in the world today, owning (and it is to be presumed, operating) approximately 90 per cent of the tubs manufactured.

In Colonial and Revolutionary times, the family wash was whisked out of the round wood wash-tub and Junior was plunked into it. In winter, the bath was an indoor affair, comfortably close to the warm fireplace. In clement weather, everyone bathed in rivers and streams.

Wealthy southern planters, whose quick tempers and fighting records

kept them from being called foppish, became exceedingly fastidious about their appearance and elegant apparel. They took to using metal-lined tubs exclusively designed for personal bathing.

The young nation was quick, too, to connect cleanliness with health. Benjamin Franklin, who had created his own stir with a bathtub, put Philadelphia in the forefront as a devotee of the Saturday night session.

By 1820 bathtubs actually appeared in Philadelphia advertisements, and by 1837 there were 1,530 home owners who had surrendered to the lure of the early copywriters who had hit upon a theme of personal cleanliness that was to be the making of America's great soap industry.

Still, lack of adequate piping and sewerage systems made the bath a chore instead of a pleasure. Even the wealthy, such as Nicholas Biddle, president of the United States Bank, who was reputed to have installed a Carrara marble tub in his Philadelphia home in 1825; needed a corps of assistants to get the job done.

Servants carried in heated water; a hole in the bottom of the tub attached to a drain hanging out the window carried the water down the wall of the house—an ignominious conclusion to a luxurious bath in a marble tub!

But gradually the stage was set for the timid debut of what is now our modern bathroom. Some city sewerage systems were in the planning stage—one had been built in New

York in 1845 and the first of any consequence was completed in Chicago in 1856. By then, Richard Teller Crane, a young machinist of 23 years, had settled for a year in this midwest city and founded a small business that was destined to grow to giant proportions.

In Crane's memoirs, recalling his impressions of the small, ugly community that was the early Windy City, he reveals that he was intrigued with the pump that supplied the city water. It consisted of a home-made horizontal engine of about 50 horsepower with pump attached that took water from Lake Michigan. The intake was protected, in a most casual way, by a wire screen that was hopefully intended to keep out the fish. But many a minnow wriggled through the screen, pump and mains to clog the supply pipes of exasperated householders. So Chicago plumbers, of necessity, kept a special pump to force fish back into the mains. Crane's first contribution to Chicago plumbers was his own "fish trap" to eliminate this problem.

During the Chicago Fire in 1871, the famous waterworks pumps failed and Crane, now a successful manufacturer of heavy equipment including piping, fittings and pumps, received official permission to line up his own pumps along the river. He operated them with locomotive steam, supplying many parts of the city with water until the city pumps were ready once more to take over.

As Chicago's water supply and first sewerage system got into operation, the pleasant and healthful aspects of bathing became more widely known, and the American bathing habit had its first mild boom.

By 1870, the carpenter-made tubs of wood, plumber-lined with tin, copper or zinc, were beginning to be outmoded. Cast iron tubs with hideous "claw feet" became the vogue, but tender skins were being irritated by the rough-finished tubs. In the 80's the smooth enameled tub bowed onto the scene, but still had that "leggy look."

While manufacturers were beginning to turn out a meager five or six tubs a day, compared to the million or more a year now being installed in new or remodeled bathrooms, there were a few independent souls who scoffed at commercial models in the 70's and 80's and, enthralled by their personal inventiveness, had tubs made to their own design.

In 1870, a Brooklynite, with traditional resourcefulness, had "tuck-away" tubs built as space-savers for his apartment house. His tenants pulled down the wooden tub for their baths, pushed it up against the wall for storage. Lined with galvanized iron, painted a gaudy silver, the tub looked like a telephone booth in the kitchen. To further disguise its utilitarian aspects, the bottom of the tub, which faced the room when standing, sported a French mirror and

painted woodwork to match the room.

At about the same time, a gentleman in Lakeside, Michigan, who already had a tub, developed a yen for a shower-bath and created his own model. It was a wooden stool fitted right into the tub. The high back of the stool held the hose and nozzle for pouring water directly on the bather. Pampering himself completely, this designer had a built-in soap dish on the left of the stool and a long handle at his right—the handle moved a brush up and down the back of the stool, and the back of the bather!

As if to further indicate the fact that Americans were determined to have tubs, no matter what the circumstance, a Wyoming plainsman of the early 80's carved a full length tub out of a heavy log.

But the ingenuity of "do-it-yourself" tub-makers couldn't keep pace with the manufacturers, who soon were providing tubs with every facility needed. By the turn of the century, many city homes were equipped with complete bathrooms, but their most noticeable feature, unfortunately, was a monumental disregard for beauty. The all-white rooms had a definitely antiseptic appearance, and they were generally starkly finished with a simple window curtain, white towels and a throw rug.

The bathtub was pretty comfortably situated in American homes by World War I, and folks accepted it

as another standard article in a nation of growing conveniences. They had little curiosity about the tub's history—it was in the bathroom and that was that.

After World War I, a relieved nation started on a free-wheeling ride toward prosperity and the high standard of living that still amazes the world. Soon the average citizen considered a family automobile an "average" possession. As new conveniences appeared on the market, home interiors took on a more streamlined, modern appearance—and the bathtub kept pace with progress. Models that were flush with the floor began to appear, and their sleek appearance coupled with the fact that they eliminated under-tub floor mopping soon made them popular.

Crane Co.'s belief that a bathroom should be beautiful as well as useful was illustrated in the advertisements that ran between 1923 and 1925. These "beautiful bathroom" ads created a demand for fixtures that were attractive as well as useful, and proved that the bathroom could be a handsome addition to a home.

Well known industrial and engineering designers were commissioned by Crane Co., to create the finest equipment. In 1928, as pioneers in color, the company introduced a regular line of fixtures in soft, pastel colors. Now in seven pastel colors in addition to the white, the fixtures, when introduced, brought a new

concept of beauty to the bathroom. The colorful fixtures, in their turn, created an increasing demand for colorful towels, hampers, window and shower curtains, rugs, cabinets and countertops—all contributing to the harmonious overall effect.

Modern tubs and showers, like other conveniences in American life, appear in motion pictures, magazines and newspapers that are seen throughout the world. Our high standard of living astonishes other nations. It is difficult to realize that the Old World invented and developed the tub, ignored its healthful implications for centuries, splashed timidly in it for a few hundred years more, and still hasn't reached the point of considering it a necessity.

On the other hand, once Americans had accepted the tub, they adopted it whole-heartedly. Private enterprise in industry, the efficiency of the production line, the impact of advertising campaigns, all contributed to the rapid acceptance of the modern bathroom. After The Rural

Electrification Act was passed in 1936, the installation of piping, pumps and water systems in farm homes became more widespread.

It is not unusual for lavish apartments and movie stars' homes to boast gold-plated tub fittings, just like those in the ancient Romans' homes.

While the majority of our millions of tubs are not so "formal," they are equal in quality and workmanship, beautiful of line and color. Possessing millions more bathtubs than the rest of the world combined, we add to this total each day as new homes are built and old bathrooms are remodeled. In 1954 alone, 1,954,000 bathtubs were shipped from American factories.

The history of bathtubs has only one great mystery—what president of the United States installed the first bathtub in the White House? Research has failed to prove which, and arguments have raged in favor of Arthur, Hayes, Jefferson, Jackson and Lincoln.

A generous tipper at a hotel found a new waiter serving him breakfast one morning and said: "Where's my regular waiter, that boy called 'Sam'?"

New waiter: "Boss, Sam ain't serving you anymore. I won you in a card game last night."

A clever mind sees another person's problems, but it takes an understanding heart to solve them.

It's a fine thing to be a gentleman, but it's an awful handicap in a good argument.

STRICTLY BUSINESS

by McFeatters



"I want something nice for my husband's birthday—he gave me
an outboard motor for mine!"

Management Team of the Month

*PAA Management Club
of Brownsville, Texas*

WHEN hurricane Hilda struck a knockout blow at Tampico, Mexico on September 16, millions of people around the world learned about the awesome destruction from their newspapers and radios.

The big storm and floods left the city helplessly struggling with disaster. An estimated 80,000 persons were homeless. Food and water supplies were either destroyed or cut off from the city. Few people in the world could help.

Among the few, who could and did help, were the members of the PAA Management Club of Brownsville, Texas.

For the role they played in organizing and sending relief supplies to the stricken city, I am proud to nominate the club for its second Management Team of the Month award.

If you will look at your map you will see that Tampico, the first stop south of here on the Pan American World Airways route, lies 300 miles

How To Qualify For Award

To qualify for a Management Team of the Month award, a club's entry should:

1. Contain specific factual and statistical documentation of the accomplishment of a club project which is in keeping with NAF objectives.
2. Concern a club project which materially benefits the sponsoring company, contributes to the development of individual management club members, or improves the community through the exercise of management leadership prerogatives by the members of the NAF club.
3. Be approximately 500 words in length.

away from Brownsville. You may think that's a long way off, but to us Tampico is part of the front yard.

Management club members waited anxiously for the storm to subside and the resumption of PAA radio service with the city.

Once we learned the extent of the tragedy, once we discovered that air transportation was the only means of providing relief, there was never a question about the club's duty to help.

We had the organization. We had the skill, and even more important, we had the leadership to do the job.

PAA had the planes and equipment to deliver the goods, plus a company policy of rendering service and goodwill to the countries throughout the hemisphere.

So we went to work, all 32 members. A hurried meeting of the club's board of control was held.

At this meeting we decided to conduct a drive for supplies among all PAA employees at the Brownsville base. We asked the employees' club to help and their organization pitched in immediately.

Collection boxes were placed at different points about the airport and within two days we had one and a half tons of food, clothing and medicine. People gave money too, and we used it to buy more food.

Once the drive started, it was not so much a situation of conducting a drive as controlling it.

While the drive was going on we

got the name of a civic organization in Tampico which could distribute the goods. We also got permission from the Mexican government to deliver the goods tax free. From the PAA division office came authorization to deliver the relief goods with PAA Clippers at no cost.

The result was the first successfully completed relief project to stricken Tampico.

Word of the project spread rapidly and other projects, sponsored by other organizations, were organized. PAA Management Club members cooperated with these groups by passing on the "know-how," experience, and information they had gained a few days before.

Through the suggestion of a member of our club, the U.S. Air Force was contacted and arrangements were made for mass airlifting of supplies.

We know the people of Tampico are grateful for the aid they received from north of the border and that this will strengthen the bonds of goodwill and friendship between our countries.

Every one of the club members is proud of our contribution to this humanitarian venture. It is another example of the great things that can be done through NAF unity in management.

*W. F. Gilson
President
PAA Management Club of
Brownsville, Texas*



MONKEY BUSINESS

An English hostess, when serving wine, remarked to one gentleman: "I shouldn't be offering you wine. You are head of the Temperance League."

"Oh, no," he replied, "I'm head of the Vice League."

"Well," she said, "I knew there was something I shouldn't offer you."

At a party celebration in Leningrad, a guest found a piece of rubber tire in his stew. About to complain, he noticed a secret-police official watching him. "Well, everything is going according to our calculations," he said. "Here we've been in power only 35 years and already the automobile is replacing the horse."

"Do you act toward your wife as you did before you married her?"

"Exactly. I remember how I used to act when I first fell in love. I used to stand in front and look at her house, almost afraid to go in. Now I do the same thing some nights."

"You say you want a divorce on the grounds your husband is careless about his appearance?" the lawyer asked his client.

"That's right. He hasn't shown up in more than two years."

Mrs. Newlywed: "We hadn't been married a week when he bit me with a piece of sponge cake."

Judge: "Disorderly conduct. Five dollars and costs."

Mrs. Newlywed (softly sobbing): "And I'd made the cake with my own hands."

Judge: "Assault with a deadly weapon—one year."



How would you have solved this?

NOTE: To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than January 1, 1956. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 West First Street, Dayton 2, Ohio.

HERE IS THE SUPERVISORY PROBLEM FOR JANUARY

The Rurdon Co. has a complete testing service in the personnel department to determine the aptitudes and skills of newly hired employees. The tests are used to aid the company's line supervisors in placing the right man in the right job.

Pete took the tests when he came to work for the company 10 months ago. They showed that he lacked coordination and that he would do best as a trucker. Pete accepted the job but not the tests. He figured that when a better job became available, he would be transferred.

Foreman Les Roe tried Pete several times on the conveyor line when he was short of workers. He found Pete couldn't keep up. When Pete asked for a transfer, Les denied the request. But Pete fought back using grievance procedure in an effort to force the issue. Les did not act until the shop committee had reviewed the case and decided it in favor of Pete. How would you have handled this?

(Remember the deadline Jan. 1, 1956)

THIS WAS THE SUPERVISORY PROBLEM FOR NOVEMBER

Mac, the general foreman of a processing department, and two of his line foremen, recently became involved in a difficult situation.

The trouble started when Jim asked Brad if he could use a lathe. Brad consented because his production schedule did not require use of the equipment, but it was agreed that Jim would provide the operator.

The first day Jim's operator caused several minor disturbances. The following day the operator again caused trouble by starting horseplay.

Brad looked for Jim but was unable to find him. The operator was one of the company's older employees and Brad knew he was fully aware of the company rules. He told the operator to punch out and wait for a call to return to work.

The operator went to Jim who appealed to Mac. Mac, without hesitation, gave his permission for the worker to return. What do you think about Mac's decision?

THE WINNERS

The following are the best solutions to the supervisory problem for November. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

A REAL BONER

By Herbert P. Boen, Burbank, Calif.

As things turned out Mac's decision was a real "boner."

A temperamental child can effectively pit one parent against the other to gain his own ends, when there is a breakdown in parental confidence and communication. This is exactly what has occurred in the processing department.

Mac, the general foreman, must have had complete confidence in his line foreman, Jim, or he would have investigated Jim's assertions prior to recalling the lathe operator.

Jim, in turn, must have had confidence in the lathe operator and little if any in Brad, or he would not have appealed to Mac on the operator's behalf, without first making a few inquiries into the matter. On the other side of the coin, there may have been a degree of mischief in Jim's appeal to Mac.

Whatever else may be drawn from this deduction, it definitely leads to a breach of confidence and communication between Jim and Brad. It leaves Mac picking up the pieces and putting his own house back in order.

Probably Mac's first move should be to talk to Jim and Brad separately and privately, in an attempt to discover and understand their reasoning.

The second move should be to speak to both of the line foremen together and privately, pointing out to them the immediate and long range effects of fiascos such as this. Brad should be cautioned to keep in close contact with other line foremen and his general foreman, especially in the absence of one or more of the other line foremen. Jim should be cautioned against taking the word of his workmen too literally. Both should be advised that the faith and confidence Mac has placed in them has been badly shaken.

Alone and privately, Mac should point out to Jim, who seems to be the principal transgressor, that he has failed to maintain an adequate supervisory control of his men—or the horseplay would not have occurred on two successive days involving the same man. Also, if he leaves his work area he should leave word as to where he may be reached and when he expects to return.

If the aforementioned antagonism does in fact exist between these two line

foremen, it should be treated as a separate and distinct problem by Mac or the personnel department.

Failing in a resolution of one or both of these problems, Mac should transfer the least desirable line foreman to another department if possible, or terminate him.

BRAD HAD NO CHANCE

By Richard L. McKee, Niagara Falls, N.Y.

Mac's decision is like many others that are made by busy supervisors today. It looks good on the surface, but it is faulty underneath. It was based on the assumption that Brad was out of line in suspending one of Jim's operators. Mac failed to consider that there must have been pretty strong provocation to make Brad go against one of the first principles of supervision. His quick reinstatement of the operator, under these circumstances, contributes little to the growth of either line foreman as a supervisor, and leaves Brad feeling sour.

For one thing, Brad had no chance to tell his side of the story. We have to assume that he was experienced enough to realize the seriousness of suspending another foreman's operator. But whether that is true or not, he could have been called in on the appeal, and could have rescinded his own action if that were in order.

Jim got "off the hook" temporarily, but in the long run he hasn't been helped either. He should have absorbed enough supervisory "know-how" to try to straighten out the matter with Brad before running to Mac. Then Mac would have gotten into the situation only if the other two couldn't resolve it.

Most important, however, is the effect on the future operations of the department. Evidently there needs to be some flexibility in the use of machines. Brad had been a good fellow in loaning his lathe. It is doubtful if he would be quite as quick to cooperate the next time,

especially if Jim were asking.

The incident also indicated some laxity in the arrangements for such a temporary assignment. Of course, such assignments are made and completed every day without incident. However, that does not relieve a supervisor from making sure of the understanding—of who is in charge if the regular foreman is not available. A man should always know who his boss is.

A valuable function of second-line supervision is to moderate the decisions of lower supervisors. This, of course, Mac did. And there seems to be no doubt, on the surface, that his reversal was justified. But the way in which he did it left him on the minus side of a situation that could have been turned into a decided "plus" for everyone concerned.

DROP THE EIGHT BALL

By Joseph E. Erdeljac, Oakmont, Pa.

As I studied the problem two pictures were imposed on my mind's eye.

First, an organization with proper delegation of authority, with a not-too-remote division of men and/or machines for proper supervision by the respective foremen; with a communication system whereby all the facts could be learned, thus enabling the operator to make decisions in the best interest of his company and the customer. An organization with a quality product and a profitable return.

Second, an organization within an organization-within an organization. A complexity which ultimately disorganized any attempt of the operator, which leads to corrupt organization, which gives rise to rumors. The company, the customer—all forgotten. The product is poor, the profit is lost.

I think Mac's decision was not founded on facts. The way that Mac made this decision indicates that policy was either lacking or side tracked. Mac was more hesitant in delegating authority than he was in making this decision.

His decision gave Jim a feeling of good grace, but left Brad with a letdown. To the workers Jim is an angel while Brad is a fault-finding foreman. The workers say that Brad doesn't know how to handle men, that Jim is running the show, and that the "old man" is ready for the long walk. At this stage it takes a good operator to "chalk up" his cue, to size up the angles, and to call his shot to put the eight ball in the side pocket. That, Mr. Editor, is organization.

HONORABLE MENTION—Howard Hahne, Bakersfield, Calif.; J. J. Kronenwetter, Emporium, Pa.; W. W. Holman, Toledo, Ohio; John T. Early, Dayton, Ohio; Calvin L. Beal, Mansfield, Ohio; H. D. Abernathy, Alpharetta, Ga.; E. K. Schaefer, Valparaiso, Ind.; Robert K. Swartz, Manhattan Beach, Calif.; C. F. Thomallo, Tuscon, Ariz.; and Roy A. Williams, West Covina, Calif.

Dr. W. A. Eggert, chief psychologist at Lumberman's Mutual Casualty Co., Chicago, conducted an experiment to determine the effects of "reprimand" and "praise" on the amount of work employees turned out.

Dr. Eggert discovered psychologically the best results were obtained from private reprimand or public commendation. The worst results came from the use of sarcasm, either in private or in public.

NAF Calendar

- DECEMBER 12-16, 1955**
Management Unity Seminar
 Dayton, Ohio
- JANUARY 25-26-27-28, 1956**
Board of Directors Meeting
 Kansas City, Kansas
- FEBRUARY 4, 1956**
St. Louis Area Council Conference St. Louis, Mo.
- FEBRUARY 13-17, 1956**
Management Unity Seminar
 Dayton, Ohio
- APRIL 9-13, 1956**
Management Unity Seminar
 Dayton, Ohio

NEW CLUBS

- Kaiser Aircraft & Electronics Management Club**
Kaiser Aircraft and Electronics Corp.
 Richmond, Calif.
- The Fostoria Industrial Management Club Inc.**
 Fostoria, Ohio
- The Mallory Foremen's Club**
P. R. Mallory Co.
 Indianapolis, Ind.
- Hayes Management Club**
Hayes Aircraft Corp.
 Birmingham, Ala.

The Importance of High Quality

QUALITY standards in welding must be maintained at high levels, for "today's quality will not sell in the markets of tomorrow."

This is the opinion of Ernest C. Osborne, quality control manager of the Caterpillar Tractor Company.

He advocates statistical quality control methods to achieve the high standards, but warned that these methods involve more than simply gathering data and applying mathematical formulas.

"Inspection alone is not quality control," according to Osborne. "Control is direction by someone exercising sound judgment with the ability and authority to take corrective action when necessary.

"It is not enough for supervisors and quality control personnel to have targets. We must have individual targets for all the men who run the machines and work on the assembly lines."

Osborne recommends the control chart as a means of increasing interest in an individual worker's performance. He compares the chart to a highway with shoulders and a ditch on either side.

"If your car goes on the shoulder, it's a caution. If you hit the ditch, it's too late. On a control chart, the control limits are the shoulder and the blueprint dimensions are the ditch."

Chart control gives the worker a feeling of team security because it shows that poor quality is not always due to inferior workmanship, the Caterpillar company official says.

Sometimes the tools are at fault, the material is wrong, or management may be at fault in not providing the most efficient equipment for the job, he explained.

"When chart control brings conditions like these to light and management promptly corrects them, the worker feels a confidence in his supervisor. He will be inspired to do his share."

Sixty years ago Conrad Roentgen startled the scientific world with

X-RAY

By Vern W. Palen

IN THIS ATOMIC age, scientific progress has been so rapid that it tends to overshadow the developments of the past which progressed at a slower pace. Indeed, the accelerated speed of present-day achievements would not be possible if Conrad Roentgen had not discovered X-rays on November 8, 1895. The 60th anniversary of this event was commemorated this year.

Even after six decades, it is difficult to fix the true value on Roentgen's work. Great physicists of that day had been complacent in the belief that all great truths were known. The new discovery shattered all this and opened new vistas to radioactivity, nuclear physics, chemistry, electrons, cosmic rays, radio and television—not to mention the direct uses of X-rays in medicine and industry.

X-rays are emitted whenever matter is bombarded by electrons. X-rays were first produced by Roentgen and others by passing high voltage discharges through sealed glass

containers from which air had been partially removed.

Here are some of the characteristics of X-rays:

1. They are invisible and move through space in straight lines.
2. They are unaffected by electric or magnetic fields.
3. They can be reflected, diffracted, refracted, and polarized.
4. They travel at the same speed as light.
5. They have a wide range of wave lengths.
6. They blacken a photographic plate.
7. They cause ionization.
8. They cause some substances to fluoresce.
9. They can damage or kill living cells.

The full meaning of Roentgen's discovery can be appreciated more readily if one considers the fields of application. In the medical field, X-rays are used for radiography and fluoroscopy in diagnosis work. Powerful dosages are employed for ther-

apy in treatment of cancer and other diseases. For radiobiology studies, X-rays help to identify cells and tissues. Radiogenetics is concerned with mutations produced by X-rays when used in sublethal doses.

Industry uses X-rays for spectroscopy in identifying chemical elements and in studying atomic structure. In radiography, the rays are used to show soundness of structures such as castings or welds. Photochemistry puts them to use in research concerned with oxidation, reduction and similar effects. In crystallography, X-rays serve in studies of grain structure and phase relationships as related to alloys and other materials.

During the past decade, man has reaped his greatest rewards with X-rays, by applying diffraction and spectroscopy methods in a broad program that helped to reveal many nuclear secrets and provided solutions for many tough industrial problems.

The development of the Geiger-counter X-ray Spectrometer by North American Philips Co. in 1943 was a significant achievement. Use of X-ray diffraction no longer

was limited to skilled research workers but now could be applied even in the shop.

A strip-chart recorder and electronic circuits were added to the equipment by Philips in 1944 and this improved instrument was renamed the X-ray Diffractometer. The analysis now became semi-automatic and a hill-and-valley curve that fingerprinted the atomic structure of a material could now be produced in a matter of minutes.

Philips designed another new tool in 1948 called the X-ray Spectrograph. With this instrument and its electronic circuits and strip-charts, specimens are rapidly analyzed to identify elements and measure the quantities present. Thus, the Diffractometer deals with compounds whereas the Spectrograph handles elements.

Roentgen's discovery in 1895 can truthfully be called one of the world's great historic events.

Probably no other single invention has had such a pronounced influence on both man's mind and body. X-rays are not only vital to his health but also are indispensable in his constant quest for knowledge.

Customer: "I want to buy a plow."

Clerk: "I'm sorry. We have no plows."

Customer: "Well, this is a heck of a drug store!"

A taxpayer is a person who doesn't have to pass a civil service examination to work for the government.



NAF clubs have made 93 scholarship awards totaling \$17,381 during the year, according to Marion N. Kershner, NAF executive vice president.

Kershner said that all but nine of the awards went to children of non-management industrial personnel, including one labor union secretary.

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John H. Walsh, program chairman and former president of the Syracuse, N. Y., Management Club, has been appointed by Governor Harriman to the New York state delegation to the White House Conference on Education. He is manager of security for the Carrier Corp.

• • •

Alfred Fowell, a member of the Thew Shovel Company Management Club, won't forget Sept. 21. It was the day he joined the management club, the day his marriage license notice appeared in the papers, and the day he was admitted to St. Joseph's hospital for treatment of injuries received in a fall from the plant loading dock.

• • •

A program designed to stimulate interest in foremanship among high school boys has been organized by the Foremen's Club of Greater Cleveland. The program got underway in October when the club held a two-day Vocational Guidance Conference at Ford Rhodes high school. Boys attending the conference were members of Junior Foremen's Clubs. The clubs are located in vocational high schools and the members are high school-level shop foremen.

There was silver everywhere when members of the Foremen's Club of Battle Creek celebrated the club's 25th anniversary. The tablecloths were colored with silver, the programs were printed on silver paper, and the new club membership roster and constitution booklet had a silver cover. The highlight of the program was the presentation of the NAF Silver Anniversary Certificate by NAF National President Gordon R. Parkinson to the club. Arthur C. Horrocks of the Goodyear Tire and Rubber Co., was the speaker. In its first year of operation, the club had 165 members from nine companies. Today the organization has 578 members representing 69 companies.

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Second-shift members of the Foremen's Club of Dayton won't miss any club meetings this year because of their working hours. They'll get the entire regular monthly meeting pro-

gram plus lunch at noon meetings on the club's meeting day.

Later in the afternoon the same program is repeated for first shift members.

Frank C. Lyons, executive secretary

of the club, said 100 of the club's 260 second-shift members attended the first luncheon-meeting. Harry P. Jeffrey, Dayton attorney and former Congressman, spoke on "The Supervisor and The Law."

Here are the answers to "Are You Well Informed" on page 33.

If you have answered all the questions correctly, you are keeping yourself well informed.

- 1—WOC is a term describing businessmen who work for the government "without compensation."
- 2—The "Halsey Plan" is an incentive-wage plan which establishes a guaranteed daily rate to the worker and additional compensation for additional work.
- 3—When violence broke out at the strike-bound plant, the governor of Indiana called out the National Guard to restore order.
- 4—The "Consumer Price Index" is a comparison of the current prices of 296 basic commodities with the average price of the commodities during 1947-1949. It is used to determine "cost of living" pay fluctuations provided in some labor-management contracts.
- 5—The "Incident Process" is a device used in training to outline the steps taken in making a management decision.

Letters to the Editors

To the Editors:

Over the past four to five years as an active member of the Sherwin-Williams Management Club, I have been receiving copies of the Manage Magazine and, frankly, I must admit it did not give me very much. In fact I rarely did more than just scan through it to be sure I would not miss some article that was particularly attractive.

To be perfectly fair it was at Fred Danahy's urging that I took time to thoroughly read the first issue of the new "Manage" Magazine and found it to be a vast improvement. I have read the succeeding issues also and find them very worthwhile. So as you have heard criticism in the past you will want to know that your present version of Manage is much better in the opinion of some of your readers.

Incidentally, I like your pages of brief book reviews.

Keep up the good work.

Sincerely,
THE SHERWIN-WILLIAMS CO.
N. J. Bishton

Ben Fairless

A man who made his own opportunities

Some years ago there was a lot of unemployment in the country and General Coxey was in Massillon, Ohio, gathering an army of unemployed to march again on Washington to protest hard times.

A young man named Ben Fairless took an interurban into town to see what was going on. But along the way he noticed workmen clearing the site for a new Central Steel Co. plant just outside the town. Young Fairless hopped off the train and got himself employed then and there.

During the years when other men thought that the new frontiers and far horizons were no longer a part of the American scene, Ben Fairless kept making his own opportunities. During the times when people looked to government for the main chance, Ben Fairless looked only to himself, to his company, and to the people who tended the furnaces, who poured the steel and who sold it.

Mr. Fairless was a reasonable man who understood another's problems but who also stood his ground when he thought he was right. Thus he led the successful fight against government seizure of the steel companies. Thus he led the fight within his company for better understanding with its labor force and union. He did much to end the remoteness with which labor and management had long regarded one another.

Many maxims will be drawn about opportunity from the career of this man who went from a coal miner's modest home in Pigeon Run in Ohio to the job of heading up the vast complex that makes United States Steel the largest steel producer in the world.

And doubtless the maxims will all be true, for the opportunities are always there for an able man who sees them. But they serve best the man who sees them. They serve best the man who makes his own chance while others look to Washington.

Reprinted from The Wall Street Journal

I BELIEVE

I believe in the NAF because of the constructive influence its policies and program have brought to bear on the management men of America. Prior to its existence it could be said that, as a general rule, supervisors and top executives were striving for a common goal—efficiency of management—but all too often, a wide gulf of misunderstanding of the function of each group prevented a concerted effort to reach the desired objective.

Not too many years ago, even though there was a genuine desire on the part of supervisors and top executives to work closely together in the successful operation of a business enterprise, each group viewed the activity of the other with a questioning mind; sometimes, even with suspicion as to its motives and objectives.

The program offered by the NAF established a foundation upon which a monument of cooperative understanding has been built and which will endure for centuries provided the basic policies are not compromised and are adhered to by members of the management team.

Through the program of the NAF, participating organizations have found the basis for fellowship, cooperation and mutual respect and esteem that did not and could not exist before. Through the medium of friendly association, education, an abiding faith in a sound code of ethics, and a determined desire to understand and respect the importance of teamwork among all management men in a business enterprise there has developed an unselfish desire to contribute as much of one's self to the other's well being and success as is humanly possible. What greater contribution could be made from man to man? I believe the NAF program has developed a new and lasting unity among management men throughout America.

ROBERT M. REX
President
Columbus Bolt and Forging Co.

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